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EFFECTS OF THE U.S. NAVY BILLET ASSIGNMENT PROCESS ON LINE OFFICER'S CAREER INTENTIONS

Joseph Orlando Estabrooks

NAVAL POSTGRADUATE SCHOOL
Monterey, California

THESIS

EFFECTS OF THE U.S. NAVY BILLET ASSIGNMENT PROCESS ON LINE OFFICER'S CAREER INTENTIONS

by

Joseph Orlando Estabrooks

June 1981

Thesis Advisor: J. K. Arima

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Effects of the U.S. Navy Billet Assignment Process on Line Officer's Career Intentions

by

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Lieutenant Commander, United States Navy
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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

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INTRODUCTION

Problem

The United States Navy includes about 60,000 officers, 32,000 of whom are Unrestricted Line Officers--those officers whose specialty is executive management of the naval establishment. The majority of these officers (92 percent) are either qualified in, or under training in the three primary naval warfare specialties--Surface, Air, and Submarine warfare. It is only from within this group of about 30,000 officers that the Navy selects its highest echelon of uniformed leaders--four star Admirals.

The retention of an adequate number of Unrestricted Line Officers (URL), therefore, is a matter of concern. Not only must the Navy have trained leaders for today, but it must consider its expanding role in the defense establishment during the 1980s. That role will require skilled middle- and upper-grade officers--who may only be obtained by a bottom-up progression through the hierarchy. A crucial issue in that progression is the retention of adequate numbers of officers in order to allow for their proper professional development.

In April 1981, the Chief of Naval Operations--Admiral Thomas B. Hayward--stated that retention would be the most important element in any attempt to increase the size of the

fleet during the 1980s. Admiral Hayward cited compensation as an ingredient in retention. [Hayward].

Results of the Navy's most recent Officer Separation Questionnaire--solicited from each officer resigning from the Navy--identifies insufficient pay as the number one reason cited by URL officers for their resignations. Also among the top ten reasons cited was "inability to sufficiently plan and control career." [CNO, 1981]. 1

Navy policy confirms that an individual's career decisions are important and expected; "... an unrestricted line officer must make conscious decisions regarding which career path to seek." [URL Guide, p. viii]. It is important, then, to consider for URL Naval officers the factors that are important in an individual's career progression. 1

Purpose

The sequence of challenging assignments or billets, intended to develop an officer's managerial and warfare competence, is the essence of a proper career progression. Some assignments are challenging, others are routine; some are vital, others are peripheral to an officer's development. In every case, though, the actual placement in a billet is made by the Assignment Officer--the detailer. 3

The detailer is chartered to represent his/her constituents as a career counselor and adviser, while simultaneously responding to Navy billet requisitions with qualified officers. The detailer should provide his/her constituents with the 2

proper career development progression within the context of their personal desires, yet must fill all, even the undesirable, vacancies.

For even the most skilled and conscientious detailer, the time constraints of providing reliefs for incumbents, meeting school convening dates, and so on can sometimes dictate a less than optimum balance between an individual's personal desires, career needs, and the needs of the Navy. The competing demands of the Navy's needs and the officer's personal and career needs require compromises, and "... these compromises cannot too heavily favor individual desires" [URL Guide, p. viii]. 3

These compromises involve a process of interaction between an individual officer and his/her detailer and an eventual decision regarding the officer's new assignment. There are, therefore, two elements to consider within this system--the actual assignment, and the assignment process.

Recently, Derr [1980] examined billets and their relationship to retention within the context of individual's career-life decisions; and Holzbach, et al. [1980] explored the assignment process and its relationship to retention. These studies concluded that a relationship does exist between assignments and retention [Derr, p. 49] and between the assignment process and retention [Holzbach, et al., p. 3]. Furthermore, Holzbach, et al. [p. 1] state that an officer's expressed career intent is related to actual retention behavior and is a useful measure of retention. 1

Approach

This research will examine the responses of a random sample of URL officers (n = 926) to a questionnaire distributed concurrently with their permanent change of station (PCS) orders to new assignments. Survey responses provided:

(1) perceptions regarding the desirability of the new assignment;

(2) perceptions regarding the assignment process;

(3) perceptions regarding career values;

(4) personal, career, and background information necessary to place the other responses in context; and

(5) measures of the officer's career intentions both before and after the detailing experience.

While Holzbach, et al. [1980] measured career intent for a single point in time, this research will examine the two-point criterion variable of change in career intent. Analysis of the responses will be undertaken to:

(1) test the hypothesis that the detailing and assignment process is related to a change in career intention;

(2) generalize conclusions from the sample to URL officers as a whole; and

(3) suggest some tools whereby billet assignment policy-makers may assess the effects of detailing on career intentions.

THEORETICAL BACKGROUND

Career Theory

Examination of the literature on "careers" reveals at least one striking point--there is no universally accepted definition of "career." While much of what has been written focuses on the more-or-less "traditional" work-related view of a career--entry into an organization, learning, advancement to management, and eventual retirement--there is increasing recognition that a career may involve a number of jobs, and that work itself may be only a part of an overall life-career.

Van Maanen, Schein, and Bailyn [1980] suggest that "... careers must be examined within the total life space of a person ... one cannot look at work and career in isolation from other aspects of people's lives" [p. 5]. They suggest that people progress through "stages" in a "career cycle," a "personal cycle," and a "family cycle." Each of these cycles presents its own challenges and makes its own demands, and it is the interaction between the cycles that creates opportunities and crises [p. 6].

Career Cycles

Dalton, thompson, and Price [1980] describe a taxonomy of the professional "career cycle" in an organization as consisting of four stages of development for high performers.

> Each stage differs from the others in the tasks an individual is expected to perform well in that state, in the types of relationships he engages in, and in the psychological adjustments he must make [p. 46].

Stage I, Apprentice, involves helping, learning, and following directions while contending with the psychological issue of dependence. Stage II, Individual Contributor, is achieved through demonstrated competence; the result is increased independence and more colleagial relationships. Movement into Stage III, Mentor, involves a broader perspective of the organization, increased interface work outside the organization, and more responsibility for the actions of others. Those who move into Stage IV provide overall direction for the organization and significant interface with the outside environment [1980, pp. 46-53].

Driver [Young, 1980, p. 53] expands the notion of a career path to include a more individualized perspective. While Dalton, et al. describe an individual's career cycles within an organization, Driver sees the phenomenon of career success as including one or more organizations, determined by an individual's needs. Driver describes the Linear, Steady-State, Spiral, and Transitory career personality profiles. Any of these may lead to "success" or high status.

Linear types usually set goals early and drive hard to meet them. They are ambitious and competitive.

Steady-state types usually value security and strong job boundaries. Nonetheless, many can become quite expert and successful in their fields.

Spiral types are motivated by challenge and enjoyment of work rather than any notion of power and money.

The Transitory are the job-hoppers. Subgroup I types have a strong need for challenge, do very well, but move on when boredom sets in. Subgroup II types have little self-esteem and little energy, and are, in essence, drifters.

Schein, in a vein similar to Driver, has examined personal motivation as a determinant of career paths--a concept he terms career anchor. After a period of real work experience, usually from 5 to 10 years, an individual comes to more clearly understand his/her true needs, values, attitudes, and abilities regarding work [Schein, 1978].

> The career anchor 'serves to guide, constrain, stabilize and integrate the person's career' [and] ... depends not only on the needs and abilities one originally brings to the work situation but also on the opportunities provided to broaden one's experience [Derr, 1980].

The five career anchors conceptualized by Schein are:

(1) Managerial Competence--characterized by a strong need for management authority,

(2) Technical/Functional--persons who desire proficiency in one area of expertise,

(3) Security--characterized by a need for stability and job security,

(4) Autonomy--persons who desire freedom from regulations and supervision, and

(5) the Creativity anchor--encompasses those persons who have a need to create something of their own [Derr, 1980, pp. 11-12].

Personal Cycles

Many authors have considered the issue of "life" or "bio-social" stages. Among them are Erickson, Gould, Neugarten, Vaillant, and Levinson [Derr, Jan. 1980, p. 32].

For our purposes, Levinson's [1978, p. 57] taxonomy is illustrative. He describes the male adult life cycle in terms of five transitions. Early Adult Transition (usually at age 17-22) bridges the gap between childhood and adulthood. The Age 30 Transition (28-33) involves defining one's own self-concept as an adult. The Mid-Life Transition (40-45) involves coming to terms with "success," or lack of it, as previously defined, and accepting the notion of mortality. The Age-50 Transition (50-55) appears to be marked by stability and concentration on a few meaningful values. Late Adult Transition (60-65) is marked by mellowing and a "winding down" of one's life.

Career/Personal Interface

As suggested earlier in this section, there is now increasing evidence that not all professional people view success as a direct series of upward promotions. Hall and Hall [1980] note that while the "... upward-mobility norm is a tough one to buck," [p. 262] more people appear to be doing so. They are expressing more concern about quality of life and self-fulfillment (not necessarily on-the-job); they write,

> "there is ... evidence that the American success ethic is moving away from advancement and money ... toward self-fulfillment" [p. 263].

As Americans become more aware of their personal needs at various stages of their life-cycles, they seem less willing to subordinate those needs to career-cycle needs.

This does not mean, however, that the trend is necessarily toward anarchy in the work-place. Renwick and Lawler [1980, p. 23] report a "... healthy new commitment to the importance of work," but not in the sense of blind loyalty to a particular organization. Workers "... appear to be very willing to change jobs if they can better [their] ... decision-making opportunities, interest, and challenge" [p. 23].

Naval Officers

Derr [1977, 1979, 1980] has examined the career-related attitudes of a group of Naval Officers through extensive questionnaire and interview research. He has related their responses to some of the existing theory on careers and life-cycles, and has, in addition, developed some new Naval officer-specific theory [Jan 1980].

Among the most significant of Derr's exploratory findings for URL officers are the following items:

(1) Most officers have a high need for security, but this may not be dominant enough to constitute an "anchor" [p. 17].

(2) Aviators have a dominantly technical anchor [p. 17].

(3) Surface Warfare Officers (SWO) have a dominantly managerial anchor; while, Submariners (SSN) exhibit managerial, SSBN Submariners exhibit security, and SS Submariners exhibit a technical anchor [p. 17].

Derr also discovered three career anchors in addition to Schein's [pp. 19-24]:

(1) Warrior--they are technically skilled, adventuresome, and competitive. Putting their lives on the line is critical. They are somewhat anti-organizational, which generates conflict with authority.

(2) Identity-Affiliation--they feel part of an extended family or club and might remain at an unrewarding job because of social or colleagial attachments.

(3) "Plastic Man"--this is not really a career anchor, since the individuals just accept whatever is offered them and do their best at it. They seem to summon whatever skills the particular job calls for.

Derr also explored some family-career concerns. He notes that "... many junior officers found their seniors unsympathetic ... to family-oriented values" [p. 29]. There appears to be a

> ... conflict of values between young officer couples and their seniors. Research shows that for many younger persons, self-family development and lifestyle have often replaced work as the primary value" [p. 28].

Derr cites a study by Moskos which traces the historical change in being a naval officer [p. 44]. Before World War II, it was considered a "calling"; however, since World War II it has been perceived as a "profession" and later as a "job." Derr notes that in his survey only 12 percent of the officers in the 10-to-20 year experience range saw the Navy as their only career consideration [p. 46]. Notwithstanding these observations, Derr found that "... many officers have basic career interests harmonious with the Navy's" [p. 39].

Robertson and Pass [1979] examined junior officers' first duty assignments and concluded that a significant relationship existed with retention.

Holzbach, Morrison, and Mohr [1980] studied the assignment process and its relationship to career intent and to officer quality. They state that the use of career intent as a surrogate for retention is defensible, since intent is ultimately related to actual behavior [p. 1]. While they do not categorically conclude that improvements to the detailing process can improve career intention, they do find that a significant relationship exists. Their measure of career intention was based on respondents' expressed career intention for a single point in time (i.e., the time of the survey).

Research by Hall and Hall [1980] describes some ideas which help organizations to improve their organization-employee career match. Two of note are job-pathing and counseling and support from the boss. "Carefully sequenced job assignments have greater impact on a person's development than any other kind of training experience" [p. 259]. "When building the conditions for career success ... [the boss] can be far more influential than any personnel or career specialist" [p. 268].

These concepts are clearly echoed throughout the Navy's Unrestricted Line Officer Guidebook. Its very publication, along with an addendum for use by commanding officers in their guidance role, testifies to the Navy's recognition of the importance of those concepts. The essence of a URL Naval "career" is measured progression through a sequence of training, experience, and application tours with "... command, at sea or ashore, as the ultimate goal" [p. vii].

Implications for This Research

Research by Derr on Naval Officers' careers, in particular, supported by the theory of civilian careers by others, suggests that influences on URL officers' careers might include far more than traditional "job satisfaction" and "compensation" issues.

While officers' perceptions regarding the desirability of certain billets was examined by Derr, the specific impact of the billet assignment process (detailing) on career intentions was not. Holzbach, et al. used a single point measure of career intentions in their study of the detailing process.

It is the intention of this research to explore career intention change and the detailing assignment process using survey data from a sample of Navy URL officers.

METHOD

Survey

Questionnaire

The URL Feedback Survey was initiated in October 1978 by RADM N. R. Thunman, the then Assistant Chief of Officer Development and Distribution (Pers-4) in the old Bureau of Naval Personnel (now NMPC-4 in the Naval Military Personnel Command (NMPC)). The Naval Postgraduate School (NPS) became responsible for the implementation and analysis of this survey to "... investigate the impact of our assignment process on the morale and motivation of all Naval Officers" [Arima, p. 1].

Panchura [1979] tested the questionnaire on a sample (n = 105) of Naval Officers at NPS in January 1979. Based on those results, and the constraints imposed by NMPC, Arima modified the questionnaire, which was ultimately mailed by NMPC in the Spring/Summer of 1980.[1]

The questionnaire, a copy of which is enclosed as Appendix A, was printed front and back on two sheets of plain white 8.5 by 11" paper, for a total of four pages. Page 1 was a covering letter signed by RADM P. C. Conrad, Commander Naval Military Personnel Command, which explained the survey and solicited responses.

---

[1] See Arima [1981] for a very detailed account of the origin of and constraints involved with the survey.

The data portion of the survey appeared on pages 2, 3, and 4. Page 2 included 12 personal background questions, while pages 3 and 4 contained 13 numerically codable questions regarding detailing perceptions, career intentions, billet preferences, career milestones, and a space for free-response comments.

Subjects

The 1980 Unrestricted Line Feedback Survey was administered to Navy URL officers who received permanent change of station (PCS) transfer orders during the months of March through July 1980. Subjects received a questionnaire-type survey concurrently with their written orders. Those types of transfers excluded from the sample, due either to suspected inherent bias or lack of substantive information obtainable, were:

(1) Entry on active duty--newly commissioned officers.

(2) Release from active duty--resignations or entry into the Reserves.

(3) Retirement.

(4) Administrative--modification to previously issued orders [Arima, 1981, pp. 5, 7, 11].

Unrestricted Line Officers of the Navy are those commissioned officers who are not restricted in the performance of duty; they may appropriately succeed to command of operational units at sea or ashore. While all URL officers have the overall specialty of "... executive management in the naval establishment" [Price, 1965, p. iv], most have a more specific warfare qualification--Surface, Submarine, Air, Special

Warfare, or Special Operations. Each broad occupational field for officers is assigned a numerical designator code. Those designators selected for this survey are detailed in Table 1 [Arima, p. 8].

Conduct of Survey

The Spring to Summer period was selected for the survey due to its relatively large percentage of the yearly total of PCS orders for URL officers. A study had revealed that no significant differential selection bias would be introduced by this procedure and that the result should randomly sample the URL population. It was anticipated that approximately 4,000 PCS moves should have occurred during the sample period. Due to clerical difficulties associated with mailing the surveys, the actual number of mailings is undetermined. The response rate, however, is roughly estimated at 50 percent, and total usable responses are 926 (n = 926)[Arima, pp. 5-13].

Table 1

Unrestricted Line Officer (URL) Categories Selected for the 1980 URL Survey

Designator	Description
110X	URL officer who is not qualified in any warfare specialty or in training for any warfare specialty
111X	URL officer qualified in surface warfare
112X	URL officer qualified in submarine warfare
116X	URL officer in training for surface warfare qualification
117X	URL officer in training for submarine warfare qualification
130X	URL officer who is a member of the aeronautical community and whose rating as a pilot or NFO has been terminated
131X	URL officer qualified for duty involving flying aircraft as a pilot
132X	URL officer who is qualified for duty involving flying as a Naval flight officer
137X	URL officer in training for duty involving flying as a Naval flight officer
139X	URL officer in training for duty involving flying as a pilot

Study Variables

This section describes the variables used during analysis, explains their coding, and the concept which they were intended to measure. Each variable was considered to be a measure of one of four broad constructs--personal information, assignment or billet perceptions, detailing process perceptions, and career intent. While many of the variables were usable with their original survey codings, all variables were recoded as necessary such that the highest and lowest values of each variable reflected the greatest and least amount, respectively, of the underlying construct. The purpose of this technique was to make all correlations directly interpretable regarding the direction of effect. Any other recoding performed will be individually described below.

Variables are listed under their respective broad construct headings with the variable name presented within parentheses. Certain categorical variables were recoded as dummy variables, as noted below, for use as internal-level variables in analysis; the reference category variable used in regression analysis is marked with an asterisk.

Personal

Rank (RANK). The respondent's current rank coded by officer paygrade (01, 02, etc.). Only those officers with ranks of ensign through captain were retained in the sample. The following dummy variables were coded directly from RANK:

(RANKD1) -- Ensign
(RANKD2) -- Lt. (j.g.)
(RANKD3) -- Lt. Commander
(RANKD4) -- Commander
(RANKD5) -- Captain
*(RANKD6) -- Lt.

Designator (DESIG). The respondent's current officer occupational specialty designator coded by the taxonomy of Table 1. The following variable was created by aggregating the codes of DESIG, by community.

Community (DESIGA). The respondent's warfare community:

Code	Meaning
1100	Non-warfare; 110X, 130X
1110	Surface; 111X; 116X
1120	Submarine; 112X; 117X
1300	Aviation; 131X, 139X, 132X, 137X.

This categorical variable was converted to dummy variables as follows:

(DESIGD1) -- Non-warfare
(DESIGD2) -- Submarine
(DESIGD3) -- Pilot; 131X, 139X
(DESIGD4) -- Naval Flight Officer; 132X, 137X
*(DESIGD5) -- Surface.

Length of service (LOS). The respondent's current total number of years of commissioned service.

Source of commission (SOURCE). The program through which the respondent received his/her commission. The following dummy variables were created for analysis:

(SOURCED1) -- NROTC
(SOURCED2) -- OCS
(SOURCED3) -- NESEP
(SOURCED4) -- AVROC/AOCS
(SOURCED5) -- Other
*(SOURCED6) -- Naval Academy.

Performance quality (PERF). This variable was created as a measure of relative promotion standing. Coding was as follows:

Code	Meaning
1	Promotion on time; LCDR through CAPT
2	Promotion early; LCDR through CAPT
3	Promotion late; LT through CAPT
4	All others.

This categorical variable was converted to dummy variables as follows:

(PERFD1) -- Early
(PERFD2) -- Late
(PERFD3) -- Other
*(PERFD4) -- On time.

Assignment

New billet (NEWBILL). The respondent's perceptions regarding the career desirability of the new assignment coded from 1 (worst) to 10 (best).

Timeliness (TIMELYA). The respondent's perceptions regarding the number of years earlier or later in his/her career that the new assignment should have occurred; coded as follows:

Code	Meaning
1	Least timely; plus or minus 6 years
2	Plus or minus 5 years
3	Plus or minus 4 years
4	Plus or minus 3 years
5	Plus or minus 2 years
6	Plus or minus 1 year
7	Most timely; now.

Point-to-point change (CHANGED). A created set of dummy variables reflecting respondent's sea/shore change from old to new billet. Source variables were Type Activity Code of old and new billets--(TAC1), (TAC2).

(CHANGED1) -- shore to shore

(CHANGED2) -- sea to sea

(CHANGED3) -- shore to sea

*(CHANGED4) -- sea to shore.

Congruence (CONGRUENT). A created dichotomous variable reflecting the congruence between respondent's indicated billet

preference (from BILPREF) and actual assignment (from CHANGED). a value of 1 was assigned if there was congruence.

Detailing

Satisfaction (SATISFY). The respondent's overall satisfaction with the detailing process; scaled from very dissatisfied (1) to very satisfied (5).

Personal desires (PERSONAL). The degree to which the respondent's personal desires were considered during detailing; scaled from no extent (1) to maximum extent (5).

Career needs (CAREER). The degree to which the respondent's career needs were met during detailing; scaled from no extent (1) to maximum extent (5).

Navy needs (NAVY). The degree to which the needs of the Navy influenced the detailing; scaled from no extent (1) to maximum extent (5).

Involvement (INVOLVMT). The degree to which the respondent felt involved in the detailing decision process; scaled from no extent (1) to maximum extent (5).

Triad of detailing (TRIAD). The respondent's perception regarding the relative emphasis that should be placed on each of the three elements of the triad of detailing. The respondent assigned each a value of from 0 to 100, but with the total of the three to add to no more than 100.

(TRIAD1) -- needs of the Navy
(TRIAD2) -- career needs
(TRIAD3) -- personal desires

Career Intent

Career intentions (INTENT). The respondent's career intentions before and after detailing, and his/her retirement eligibility status. Table 2 presents the response choices and coding used for the original survey responses. Table 3 presents the direct interpretation of each value of INTENT.

Intention change (INTCHGF). This was a variable created from INTENT to reflect the degree of "favorableness" to the Navy of the respondent's intention change after detailing. Table 4 presents the coding for INTCHGF and the intention change represented by each value. There were seven possible responses (11, 22, 33, 44, 55, 66, 77), wherein the respondent felt the same about his/her career before and after detailing. While these represent zero magnitude of "intention change," it was considered that a LEAVE-LEAVE response was certainly less favorable than a SERVE-SERVE response, and so on. The variable was, therefore, coded to reflect these degrees of favorableness.

Intention change (INTCHGFL). This variable was constructed by a direct logarithmic transformation of the variable INTCHGF.

Procedure

Response Processing

Nearly 1,100 responses were received at NPS during the period from March to early November 1980. After the development of a codebook was completed, responses were assigned

Table 2

Response Choices and Coding for
the Variable INTENT

Code	Status and Intention	Before	After
	NOT RETIREMENT ELIGIBLE:		
(1)	Leave service at earliest opportunity	[ ]	[ ]
(2)	Continue beyond obligation	[ ]	[ ]
(3)	Serve until retirement eligible	[ ]	[ ]
(4)	Undecided	[ ]	[ ]
	RETIREMENT ELIGIBLE:		
(5)	Retire at earliest opportunity	[ ]	[ ]
(6)	Continue active duty	[ ]	[ ]
(7)	Undecided	[ ]	[ ]

Note. The variable was assigned a two digit value representing the combination of the before and after responses. (See Table 3 for a listing of these values.)

Table 3

Interpretation of Response Values
of the Variable INTENT

Value	Meaning (Before-After)	
	Not Retirement Eligible	
11	Leave at earliest opportunity	- Leave
12		- Continue
13		- Serve
14		- Undecided
21	Continue beyond obligation	- Leave
22		- Continue
23		- Serve
24		- Undecided
31	Serve until retirement eligible	- Leave
32		- Continue
33		- Serve
34		- Undecided
41	Undecided	- Leave
42		- Continue
43		- Serve
44		- Undecided
	Retirement Eligible	
55	Retire at earliest opportunity	- Retire
56		- Continue
57		- Undecided
65	Continue active duty	- Retire
66		- Continue
67		- Undecided
75	Undecided	- Retire
76		- Continue
77		- Undecided

Table 4

Coding and Intention Change
Represented for the Variable INTCHGF

Degree of Favorableness	Code	Value from Variable INTENT
Least	(1)	31
	(2)	21, 65
	(3)	34, 41, 75
	(4)	11, 24, 55, 67
	(5)	32, 44, 77
	(6)	14, 22, 57, 66
	(7)	33, 42, 76
	(8)	12, 23, 56
	(9)	43
Most	(10)	13

case numbers, edited, and evaluated for usability.[2] A total of 926 usable cases were placed in a Statistical Package for the Social Sciences (SPSS) System file [Nie, et al., 1975; Hull & Nie, 1979].

Approach to Analysis

Variables were initially evaluated to determine any gross trends and the distribution of the response values by frequency analysis. Contingency table analysis was utilized to further delineate any gross trends.

Since a major objective of this research was to determine how the detailing process was related to career intention change, INTCHGF was chosen as the criterion variable for multiple regression analysis. Ahlgren and Walberg [1975; pp. 32-35] argue convincingly for the robustness of multiple regression with respect to its assumptions, and for its "... contribution to sorting out the most potent independent variables" [p. 34]. It was also deemed important to assess the simultaneous and inter-relational effects of the predictor variables on intention change, which lent further credence to the use of multiple regression.

Correlation coefficients were computed to determine the zero-order relationships between Intention Change and the

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[2] A more detailed treatment of survey processing, together with a copy of the codebook, may be found in Arima [1980, pp. 12-54].

independent variables that were theorized as having importance in career decisions. A set of predictors was then chosen for inclusion in a stepwise multiple regression to determine the best predictors of intention change. Each predictor was chosen for inclusion in the regression if:

(1) the statistical significance of its F-ratio was less than or equal to five percent; and

(2) its squared partial correlation was larger than any other predictor not yet in the equation.

Since, during analysis the distribution of the responses to the criterion INTCHGF showed small amounts of skewness and kurtosis, it was theorized that a logarithmic transformation of INTCHGF might bring the distribution closer to normality [Nie, et al., 1979; Kerlinger, 1973]. The transformed intention change variable--INTCHGFL--was then regressed on the predictors in stepwise fashion.

Similar regression analysis was then conducted for subgroups of the sample by warfare community, performance, and type of point-to-point change.

Throughout this research all inferential statistics were initially tested at the five percent level of significance. All results presented have met or exceeded that criterion except where noted.

RESULTS

Overview

Of the 926 usable cases in this study, 213 (23 percent) were either returned without page 2--personal background data --or page 2 was separated from its respective questionnaire. The clerical problems attendant to survey administration have been detailed above and by Arima [1981]. Nonetheless, the responses provided a statistically large sample of the Navy's 32,000 Unrestricted Line Officers (2.8 percent).

The typical survey respondent was a male, surface line Lieutenant Commander with almost 11 years of service, who had been commissioned through the OCS program. He was satisfied to a maximum extent with the detailing process and thought that his new assignment was the best possible to which he could have been assigned. A more complete description of the range of values and summary statistics for all of the survey variables used in analysis may be found in Appendix B.

Two major points are apparent when we examine the "typical" respondent:

(1) he was satisfied with the detailing process, and

(2) he was satisfied with his new billet.

Over half (65.8 percent) of the respondents indicated that they were satisfied to a great or a maximum extent with the detailing process; while only a quarter (22.3 percent) were

satisfied to a slight or no extent. Over half of the respondents (64.5 percent) rated their new billet in the top three of ten categories of career desirability, while only 9.3 percent rated the new assignment in the bottom three categories.

Table 5 presents the results of contingency table analysis of satisfaction with detailing (SATISFY) by warfare designator. While there is no specific background information on the survey which provides respondent's sex, most (probably 80 percent) of the 59 total nonwarfare officers are estimated to be female. Since public law prohibits women from serving in any combat role--which includes many operational and sea-going commands--their Navy experience is likely to be quite different from that of their warfare counterparts. Therefore, excluding the nonwarfare designator respondents, there exists little significant difference between the three major warfare communities in their perceptions of satisfaction with detailing. Table 6 presents the results of contingency table analysis of the desirability of the new billet for the individual's career by community. Again, excluding the nonwarfare officers, the surface- and air-warfare officers are little different from each other, but submariners seem generally less content with their new billets.

The degree of favorableness of intention change after detailing, as measured by INTCHGF, was fairly evenly divided between favorable and unfavorable, as shown in Table 7.

Table 5

Satisfaction with Detailing (SATISFY) by Designator

SATISFY	Designator				
	All	Nonwarfare	Surface	Submarine	Air
No extent	10.3 (73)	12.1 (7)	9.0 (40)	11.4 (4)	12.4 (22)
Slight extent	11.4 (81)	19.0 (11)	11.3 (50)	8.6 (3)	9.6 (17)
Moderate extent	11.1 (79)	13.8 (8)	10.9 (48)	14.3 (5)	10.2 (18)
Great extent	31.6 (225)	22.4 (13)	32.1 (142)	31.4 (11)	33.3 (59)
Maximum extent	35.7 (254)	32.8 (19)	36.7 (162)	34.3 (12)	34.5 (61)
Total	100 (712)	100 (58)	100 (442)	100 (35)	100 (177)

Notes.

(a) n = 712

(b) Numbers reflect column percentages.

(c) Numbers in parentheses indicate absolute frequency.

Table 6

Perceived Career Enhancement of the New Assignment (NEWBILL) by Designator

NEWBILL	Designator				
	All	Nonwarfare	Surface	Submarine	Air
1. Worst Billet	2.7 (19)	3.6 (2)	2.1 (9)	2.9 (1)	4.0 (7)
2.	3.9 (27)	8.9 (5)	3.3 (14)	3.6 (3)	2.9 (5)
3.	2.2 (15)	3.6 (2)	1.9 (8)	2.9 (1)	2.3 (4)
4.	3.3 (23)	5.4 (3)	3.3 (14)	0.0 (0)	3.5 (6)
5.	6.8 (47)	3.6 (2)	7.9 (34)	2.9 (1)	5.8 (10)
6.	6.6 (46)	3.6 (2)	6.3 (27)	14.3 (5)	6.9 (12)
7.	9.2 (64)	10.7 (6)	8.4 (36)	5.7 (2)	11.6 (20)
8.	19.8 (137)	30.4 (17)	19.2 (82)	22.9 (8)	17.3 (30)
9.	20.4 (141)	14.3 (8)	21.5 (92)	17.1 (6)	20.2 (35)
10. Best Billet	25.0 (173)	16.1 (9)	26.2 (112)	22.9 (8)	25.4 (44)
Total	100 (692)	100 (56)	100 (428)	100 (35)	100 (173)

Notes.

(a) n = 692

(b) Numbers reflect column percentages.

(c) Numbers in parentheses indicate absolute frequency.

Table 7

Career Intention Change (INTCHGF) by Designator

INTCHGF	Designator				
	All	Nonwarfare	Surface	Submarine	Air
1. Least Favorable	1.1 (7)	0.0 (0)	1.0 (4)	3.2 (1)	1.2 (2)
2.	2.0 (13)	3.8 (2)	1.7 (7)	0.0 (0)	2.4 (4)
3.	6.7 (44)	7.5 (4)	7.4 (30)	9.7 (3)	4.2 (7)
4.	7.0 (46)	15.1 (8)	6.4 (26)	9.7 (3)	5.4 (9)
5.	15.4 (101)	18.9 (10)	11.3 (46)	12.9 (4)	24.6 (41)
6.	26.3 (173)	22.6 (12)	29.6 (120)	25.8 (8)	19.8 (33)
7.	32.4 (213)	22.6 (12)	33.5 (136)	32.3 (10)	32.9 (55)
8.	5.5 (36)	5.7 (3)	5.4 (22)	3.2 (1)	6.0 (10)
9.	2.9 (19)	1.9 (1)	3.0 (12)	3.2 (1)	3.0 (5)
10. Most Favorable	0.8 (5)	1.9 (1)	0.7 (3)	0.0 (0)	0.6 (1)
Total	100 (657)	100 (53)	100 (406)	100 (31)	100 (167)

Notes.

(a) n = 657
(b) Numbers reflect column percentages.
(c) Numbers in parentheses indicate absolute frequency.
(d) See Table 4 for legend of INTCHGF.

Most respondents (81.1 percent) were in the middle four of ten groups, while only about 9 percent were in each of the top and bottom three groups. The distribution of this variable was approximately normal; (Skewness = -0.60, Kurtosis = 0.63).

When intention change responses are scaled to reflect the degree of positive change, with all "no change" responses aggregated, the distribution appears as follows:

Code	Meaning	Percentage	(Frequency)
1	Very Negative	4.8	(40)
2	Negative	10.6	(89)
3	No Change	66.2	(556)
4	Positive	11.2	(94)
5	Very Positive	7.3	(61)
		100	(840)

Again, negative and positive intention change is fairly evenly divided (15.4 percent, and 18.5 percent, respectively). What is particularly noteworthy is the large percentage (66.2 percent) of respondents who report no change in career intention after detailing.

Relationships Between Major Variables

Zero-order correlations between the major variables of interest were conducted, and the results are presented in Table 8. The correlations between the predictor variables and the logarithmically transformed criterion--INTCHGFL--were stronger than for those same predictors and the untransformed criterion--INTCHGF. The distribution of INTCHGFL was,

Table 8

Zero-Order Correlation Coefficients
Between Major Survey Variables

Variable	Criterion Variables	
	Un-Transformed	Ln Transformed
	INTCHGF	INTCHGFL
INTCHGF	---	.96
NEWBILL	.26	.32
PERSONAL	.21	.25
CAREER	.13	.18
INVOLVMT	.19	.23
SATISFY	.26	.31

Notes.

(a) $650 < n < 926$.

(b) $p < .01$.

however, worse (Skewness = -2.061, Kurtosis = 6.14) than that of INTCHGF (Skewness = -0.60, Kurtosis = 0.63). Since INTCHGFL fits the statistical assumption of normality less well, its generalizability might be suspect.

The variables TRIAD1, TRIAD2, and TRIAD3, respectively, are the idealized counterparts to the detailing needs actually met variables--NAVY, CAREER, and PERSONAL--as described earlier. The correlations among the respondents' perceptions of how the needs should be balanced--TRIAD1, TRIAD2, and TRIAD3--were, not surprisingly, significant and moderately negative (since the design of the question required that they sum to 100 percent).

However, no statistically significant zero-order correlation was found between respondents' perceptions of how the needs should be weighted and how the respondents perceived the actual needs met. When first order controls were introduced, TRIAD3 (personal) did correlate weakly with PERSONAL (actual personal needs met) when satisfaction with detailing was held constant ($r = .08$; $p = .02$). There was no significant correlation between personal needs met and Navy's needs met; however, personal needs met did correlate moderately with career needs met ($r = .53$; $p < .01$); and career needs met was weakly correlated with needs of the Navy met ($r = .19$; $p < .01$).

Regression Analysis of Career Intention Change

Table 9 lists those regressor variables theorized as being most important in predicting the criterion of intention change, and which were subsequently used in stepwise regression analysis. Those variables marked with an ampersand (&) were directly available to this researcher only as a consequence of the 1980 URL survey and measured the survey's 926 respondents. The remainder of the variables listed in Table 9 could be available in the future to such policy-making personnel as detailers or community managers, and were thus called the "policy-maker" variables subset. While for future applications, the values of some of these variables--PERSONAL, CAREER, and INVOLVMT--might not always be forthcoming from individual officers, it seems feasible that a perceptive detailer might make a close estimate of their values in any particular case through contact with an individual officer.

Multiple regression analysis was conducted with two purposes in mind; first, to explain the maximum possible amount of variance in intention change in order to better understand the relationships involved; and second, to obtain efficient and parsimonious prediction equations for possible future use by policy-makers. Accordingly, the following Intention change stepwise regressions were conducted:

(1) for two measures of intention change--INTCHGF and INTCHGFL--initially testing all of the variables from Table 9 and the responses from the total sample;

Table 9

Variables Theorized to be Important for Predicting Intention Change in Multiple Regression

Interval Variables

(&) NEWBILL	(&) TRIAD3	INVOLVMT	RANK
(&) TIMELYA	(&) NAVY	PERSONAL	LOS
(&) TRIAD1	(&) SATISFY	CAREER	
(&) TRIAD2		CNGEMENT	

Dummy Variables

SOURCED1 (NROTC)	PERFD1 (Early Lcdr-Capt)
SOURCED2 (OCS)	PERFD2 (Late Lt-Capt)
SOURCED3 (NESEP)	PERFD3 (Other Ens, Ltjg, Lt)
SOURCED4 (AVRDC, AOCS)	(*)PERFD4 (On time Lcdr-Capt)
SOURCED5 (Other)	
(*)SOURCED6 (USNA)	
RANKD1 (Ens)	CHANGED1 (Shore-Shore)
RANKD2 (Ltjg)	CHANGED2 (Sea-Sea)
RANKD3 (Lcdr)	CHANGED3 (Shore-Sea)
RANKD4 (Cdr)	(*)CHANGED4 (Sea-Shore
RANKD5 (Capt)	
(*)RANKD6 (Lt)	

Notes.

(a) Those variables marked with an ampersand (&) are considered to be not generally available to policy-makers; the remaining subset of variables are the "policy-maker" variables.

(b) Those dummy variables marked with an asterisk (*) are designated as the reference category variable.

(2) using only the "policy-maker" regressions from Table 9 Table 9 and the responses from the total sample; and,

(3) using all of the predictors from Table 9 and responses from selected subgroups of the sample by warfare community and type of point-to-point change.

Intention Change by Total Sample

Stepwise multiple regression was conducted for intention change (INTCHGF) for the total sample of usable responses (n = 606, with listwise deletion of missing values). All of the regressions listed in Table 9 were initially included, and only those where F-ratios for incrementally predicting variance in the dependent variables were significant at the 5 percent level were retained. Table 10 presents the means and standard deviations for all of the nondummy regressions initially tested, and Table 11 presents regression results.

Ln of Intention Change by Total Sample

Stepwise multiple regression was conducted for the logarithm of intention change (INTCHGFL) using the total sample of usable responses (n = 606, with listwise deletion of missing values), and all of the predictors of Table 9. Table 10 presents the means and standard deviations of all of the predictors initially tested, and Table 12 presents the final regression results.

Intention Change for Policy Variables by Total Sample

Certain variables, listed in Table 9, were determined to be available to assignment policy-making personnel. In order

Table 10

Means and Standard Deviations of Predictors of Intention Change by Total Sample

Variable	Mean	Standard Deviation
INTCHGF	5.93	1.57
INTCHGFL	1.73	0.34
SATISFY	3.74	1.30
NEWBILL	7.69	2.38
TRIAD 1 (Needs of Navy)	39.32	14.71
TRIAD 2 (Career Needs)	28.02	12.13
TRIAD 3 (Personal Desires)	31.69	13.55
PERSONAL	3.52	1.35
CAREER	3.45	1.32
NAVY	3.78	1.21
INVOLVMT	3.36	1.44
RANK	3.78	1.10

Note.

(a) n = 606

Table 11

Regression Results for Intention Change (INTCHGF) by Total Sample

Multiple R	0.3431	
R Square	0.1177	
Adjusted R Square	0.1089	$F(6,599) = 13.32$, $p < .01$
Standard Error	1.4820	

Variables in the Regression

Variable	B	Beta	Std. Error B	F
SATISFY	0.2085	0.1726	0.0561	13.797
CHANGED2 (Sea to Sea)	-0.6017	-0.1218	0.1903	9.992
NEWBILL	0.8852	0.1340	0.0308	8.271
RANKD3 (Lcdr)	0.3709	0.1126	0.1267	8.576
SOURCED3 (NESEP)	0.6182	0.1023	0.2327	7.057
PERFD2 (Late)	0.4011	0.0975	0.1590	6.360
(Constant)	4.2944			

Note.

(a) All regressors significant at 5 percent level.

Table 12

Regression Results for Intention Change (INTCHGFL) by Total Sample

Multiple R	0.3946	
R Square	0.1557	
Adjusted R Square	0.1458	$F(7, 598) = 15.76$, $p < .01$
Standard Error	0.31225	

Variables in the Regression

Variable	B	Beta	Std. Error B	F
SATISFY	0.0452	0.1737	0.0119	14.483
NEWBILL	0.0286	0.2013	0.0065	19.355
CHANGED2 (Sea to Sea)	-0.1369	-0.1288	0.0401	11.643
PERFD2 (Late)	0.0984	0.1111	0.0335	8.630
RANKD3 (Lcdr)	0.0647	0.0913	0.0267	5.878
SOURCED3 (NESEP)	0.1277	0.0982	0.0498	6.593
SOURCED2 (OCS)	0.0598	0.0790	0.0291	4.240
(Constant)	1.2943			

Note.

(a) All regressors significant at 5 percent level.

to assess the predictive accuracy of these variables alone, they were used as regressors in a stepwise analysis with two intention change measures (INTCHGF) (INTCHGFL). The means and standard deviations for the nondummy predictors are presented in Table 13. Regression results for INTCHGF are presented in Table 14; no significantly different results were obtained for INTCHGFL.

Table 13

Means and Standard Deviations for "Policy-Maker" Regressors by Total Sample

Variable	Mean	Std. Deviation
INTCHGF	5.96	1.57
INTCHGFL	1.74	0.34
PERSONAL	3.52	1.36
CAREER	3.45	1.33
INVOLVMT	3.37	1.44
RANK	3.79	1.09
LOS	10.96	6.02

Note.

(a) n = 623

Table 14

Regression Results for Intention Change (INTCHGF) Using "Policy-Maker" Regressors, by Total Sample

Multiple R	0.2826	
R Square	0.0799	
Adjusted R Square	0.0724	F(5, 617) = 10.71, $p < .01$
Standard Error	1.5138	

Variables in the Regression

Variable	B	Beta	Std. Error B	F
PERSONAL	0.2071	0.1788	0.0451	21.102
RANKD3 (Lcdr)	0.4309	0.1306	0.1277	11.383
CHANGED2 (Sea to Sea)	-0.5638	-0.1134	0.1936	8.478
SOURCED3 (NESEP)	0.6629	0.1093	0.2351	7.954
PERFD2 (Late)	0.3212	0.0783	0.1586	4.098
(Constant)	5.0347			

Note.

(a) All regressors significant at 5 percent level.

Intention Change by Subgroups

It was theorized that certain important subgroups of the sample might exhibit characteristics not discernible during standard stepwise regression. While warfare community was not a significant predictor in the regressions conducted using the total sample, it was felt that this factor might nonetheless be important for subgrouping. Since sea duty is such a vital part of the URL career path, the construct of point-to-point change to sea duty was also used for grouping. Means, standard deviations, and sample sizes for the subgroups considered are presented in Table 15. Intention change (INTCHGF) regression results for the most significant subgroups are presented in Table 16 and Table 17. The results for INTCHGFL were not significantly different.

Table 15

Means, Standard Deviations, and Sample Sizes
by Subgroups for Intention Change (INTCHGF and INTCHGFL)

Subgroup (n)		Criterion	
		INTCHGF[b]	INTCHGFL[b]
Designator:			
All Warfare	(560)	5.96 (1.56)	1.74 (0.34)
Surface	(375)	6.00 (1.54)	1.75 (0.32)
Submarine	(28)	5.64 (1.79)	1.66 (0.44)
Surf & Sub	(403)	5.98 (1.56)	1.74 (0.33)
Aviation	(157)	5.93 (1.55)	1.73 (0.34)
Change:			
Shore to Shore	(166)	6.11 (1.51)	1.77 (0.29)
Sea to Sea	(69)	5.35 (1.79)	1.60 (0.44)
Shore to Sea	(109)	6.04 (1.41)	1.76 (0.32)
Sea to Shore	(176)	6.05 (1.52)	1.75 (0.33)
To Shore	(342)	6.08 (1.51)	1.77 (0.31)
To Sea	(178)	5.77 (1.60)	1.70 (0.38)

Notes.

(a) n = 560

(b) Numbers in parenthesis are standard deviations.

Table 16

Regression Results for Intention Change (INTCHGF)
by Warfare Community

Submarine Warfare

Multiple R	0.8041	
R Square	0.6465	
Adjusted R Square	0.5662	F(5, 22) = 8.048, *p* < .01
Standard Error	1.1784	

Variable	B	Beta	Std. Error B	F
RANKD (Cdr)	2.7133	0.6687	0.5845	21.552
CHANGED2 (Sea to Sea)	-2.3405	-0.6506	0.5334	19.255
NEWBILL	0.3642	0.5431	0.0930	15.354
TRIAD3	0.0563	0.4289	0.0187	9.036
PERFD2 (Late)	-1.8867	-0.3321	0.8215	5.275
(Constant)	1.5737			

Aviation Warfare

Multiple R	0.3962	
R Square	0.1570	
Adjusted R Square	0.1460	F(2, 154) = 14.337, *p* < .01
Standard Error	1.4351	

Variable	B	Beta	Std. Error B	F
SATISFY	0.3498	0.3005	0.0862	16.486
LOS	0.0989	0.2660	0.0275	12.920
(Constant)	3.8609			

Note.

(a) All regressors significant at 5 percent level.

Table 17

Regression Results for Intention Change (INTCHGF)
by Type of Point-to-Point Change

Sea to Sea

Multiple R	0.4788	
R Square	0.2293	
Adjusted R Square	0.2178	F (1, 67) = 19.931, *p* < .01
Standard Error	1.5823	

Variable	B	Beta	Std. Error B	F
NEWBILL	0.3403	0.4788	0.0762	19.931
(Constant)	2.7341			

Shore to Sea

Multiple R	0.4826	
R Square	0.2329	
Adjusted R Square	0.2110	F(3, 105) = 10.626, *p* < .01
Standard Error	1.2499	

Variable	B	Beta	Std. Error B	F
SATISFY	0.4815	0.3943	0.1055	20.809
TRIAD1	0.0204	0.2185	0.0080	6.430
RANKD3 (Lcdr)	0.4826	0.1702	0.2441	3.910
(Constant)	3.0365			

Note.

(a) All regressors significant at 5 percent level.

DISCUSSION

In view of the large sample size (n = 926) and the intended representativeness of the sample, the results of this research appear to be generalizable to URL Naval officers as a whole, but with one caution. While the selection process for respondents was believed to be random and representative, there remains the possibility that some selection bias could have occurred by sampling only PCS orders recipients in the Spring and Summer months. Accordingly, conclusions drawn herein are directly applicable to this sample, but only inferential with regard to URL officers as a whole.

Respondents as a whole were generally satisfied with both their new billet and the detailing process (mean scores were 7.69 of 10, and 3.74 of 5, respectively). Change of career intention after detailing for all respondents (n = 840 in this case) was evenly divided between favorable and unfavorable (18.5 percent and 15.4, respectively), but the majority of officers (66.2 percent) reported no change. Significantly, of those 556 officers reporting no change, 427 (77 percent) reported a "favorable" no-change--such as Serve until retire/ Serve until retirement. The actual number of "favorable" decisions after the detailing process is thus 582 of 840 responses (69 percent).

Multiple regression analysis revealed that a moderate relationship ($r^2 \approx .15$) does exist between career intention change and detailing process variables; the hypothesis that a relationship exists is, therefore, not rejected. Current career theory seems to imply that a strong relationship, for today's officers, should exist between unfavorable assignments and willingness to "quit" (negative career intention change). No such strong relationship was found in this research, since most respondents reported a favorable or no intention change and were entirely satisfied with the detailing process. The strongest significant multiple regression for the total sample accounted for 15 percent of the variance in intention change ($r^2 = .15$). While 15 percent is a respectable percentage of the variance when predicting individual rather than group phenomenon, it is not overwhelming evidence that detailing/ assignments are, themselves, the strongest predictors of intention change.

Holzbach's research with Navy officers reports simple correlations between career intention and detailing of .20, which are similar to those found in this research between career intention change and new billet ($r = .26$) and with satisfaction with detailing ($r = .26$). Derr's study on Naval Officers, along with much of the research work in civilian careers, shows that more than just the traditional work-related values may be important in career decisions. The results of this research support that--since only 15 percent of the

variance in intention change is accounted for by the traditional measures used here. One point of note, however, is the absence, due to survey constraints, of actual officer performance measures. The issue of officer "quality" may be related to career intention, but may not have been adequately captured with the surrogate variable--PERF.

When career intentions change was examined by subgroups, the group of officers who had point-to-point moves from shore duty to shore duty reported the most favorable mean score for intention change, while the sea duty-to-sea duty movers reported the least favorable means (from Table 15). This seems to run counter to the conventional wisdom of sea duty as the primary goal of a URL officer. The only factor which was significant in predicting the career intention change of the sea-to-sea movers was career desirability of the new billet (NEWBILL). It appears that going back to sea in the right billet rather than just going back to sea is important.

Overall, the two strongest predictors of career intention change were new billet desirability and satisfaction with detailing. These two constructs are strongly related to each other, so it might be reasonable to conclude that some underlying concept--"detailing"--is actually at work here. Among the other factors which contribute to the prediction of intention change are the following. Being a sea-to-sea mover was negatively related. Receiving a commission through the NESEP or OCS programs rather than USNA or NROTC was a positive

factor--this concurs with Holzbach's findings. Being a late promotee was also positively related to intention change.

Two of the important subgroups which were studied during regression analysis were Submariners and Aviators--both of which have experienced recent retention difficulties. The Submariners' regression results showed a surprisingly high statistically significant coefficient of determination ($r^2 = .57$). While the generalizability of this result to all submariners might be questionable since the sample size was small ($n = 28$)--some implications may be examined. The Submariner respondents seemed particularly sensitive to sea-to-sea moves and reported that the desirability of the new billet was very important. These results are quite consistent with officers who are sent frequently to sea. The tendency for the more senior officers (Commanders) to report more favorable intention change concurs with Derr's findings that more senior officers are willing to "endure," in order to qualify for retirement. The intention change results for Aviators (while only accounting for 15 percent of the variance) seem to be sensitive to satisfaction with the detailing process and years of commissioned service. The satisfaction with detailing may be confounded by a high correlation with new billet desirability, but certainly the "detailing" concept is important. Length of service as a positive predictor appears, as for submariners, to reflect a tendency for more senior officers to remain until retirement except under strong adverse motivation to leave.

Since assignments to sea duty are crucial to a URL officer's career, the results of regression analysis by sea-to-sea movers and shore-to-sea movers seem especially important. As shown in Table 17, regression analysis for each of these subgroups was able to account for about 22 percent of the variance in intention change. The new billet desirability variable and the satisfaction with detailing variable were, again, the most important predictors.

Since the percentage of respondents who reported "no-change" was large, this group may represent a pool of officers for whom strong proactive detailing activities might promote a favorable change. Although the detailing variables under this study examined accounted for only about 15 percent of the variance in intention change, there was a reliable relationship and the potential for positive initiatives does exist.

CONCLUSIONS AND RECOMMENDATIONS

The conclusions presented below, derived from analysis of the 1980 URL Officer Feedback Survey, are directly applicable to the survey respondents and appear to be generalizable, with caution, to the population of URL officers.

(1) In the aggregate, officers do not appear to greatly change their career intentions as a result of the detailing process or their new assignment. Most officers report no career intention change, and of those who do change, most undergo a favorable change.

(2) By measuring the criterion of intention change such that those officers who report no change of career intention disaggregated and then scaled by the degree of favorableness of their career intentions, fifteen percent of the variance in career intention can be predicted. While this appears to be only a weak relationship between detailing and intention change, there is nonetheless a relationship, and it would not be safe to discount the effects of detailing. Any marked increase or decrease in the perceived quality of detailing could produce larger changes in career intentions. For instance, a very strong emphasis on proactive detailing with a concommitent increase in the detailer to constituent ratio could have a beneficial effect on career intentions.

(3) Those factors which were the strongest predictors of career intention change, were satisfaction with detailing process and career desirability of the new billet. Those predictors of a secondary nature are: sea-to-sea change (negative relationship); late promotion performance; seniority in years of commissioned service; and commissioning through the NESEP or OCS programs compared to USNA and NROTC sources.

(4) Personal/family issues, rather than strictly job or professional Navy issues, appear to be more important in career decisions than strictly job or professional issues.

(5) Of those officers transferred from sea duty to sea duty, the only significant predictor of intention change found in this research is the desirability of the new billet. Just "going to sea," unless the billet is desirable, is not likely to create a strongly positive influence on career intention; this, despite the fact that the primary path for URL officer advancement is at sea.

(6) Certain predictor variables, shown in Table 14, which are or could be available to detailing policy-makers without the necessity of formal survey instruments, can predict about 8 percent of the variance in career intention change. While these variables do not predict a large portion of intention change, they do suggest some before-the-fact considerations for any particular detailing decision.

The most provocative result of this research appears to be the implication that those factors normally considered crucial

in career intention decisions--the desirability of the new billet, the degree to which personal and career needs are met, satisfaction with the detailing process, and others--can account for only a moderate percentage of the variance in career intention change. It is, therefore, recommended that future research determine which other factors contribute to that as yet unexplained variance in career intention change.

APPENDIX A

1980 UNRESTRICTED LINE OFFICER FEEDBACK SURVEY

The distribution of officers is an important function that must be carried out with the utmost proficiency to ensure that the needs of the Navy for officers possessing the required skills, knowledge, and experience are met in both the short and long run. This must be done while satisfying to the greatest degree possible the career interests and personal desires of the individual officer. The purpose of the 1980 Unrestricted Line (URL) Officer Feedback Survey is to determine how well this extremely difficult task is being carried out. The ultimate objective is to make improvements where justified and feasible to achieve greater compatibility between the Navy's demands and individual career needs and desires.

The 1980 URL Officer Feedback Survey is being administered to all officers of the surface, air and submarine communities receiving PCS orders in the period March through May 1980. Responses to the Survey questionnaire will be compiled and analyzed by a research group located at the Naval Postgraduate School in Monterey, California. Your responses will be held in the strictest confidence and will not be identified with you personally.

Your personal participation in this survey is extremely important to ensure that the respondents are representative of the communities being surveyed in all respects. It is requested that you answer the questions on the reverse and on the enclosed survey form honestly and candidly and return both forms in the envelope provided within 15 days of receipt.

Thank you for your time and cooperation. I assure you that the survey findings will receive my personal attention.

Please answer the following questions pertaining to your career development by filling in the appropriate blanks:

CURRENT RANK:____

CURRENT DESIGNATOR:____________________________________

TOTAL YEARS COMMISSIONED SERVICE:__________________________

COMMISSION SOURCE (CHECK MARK): USNA ____NROTC____OCS________________

NESEP____OTHER (Specify)________________

SUBSPECIALTY CODE (if assigned)______________________________

Please provide the information requested below about your current and next assignment. The UIC for your new assignment appears on your orders. Please be as precise as possible in filling in the one billet title which is (or will be) associated with your principal duty(ies). If known, include the Billet Sequence Codes (BSC) in the appropriate blanks.

LOSING COMMAND - UIC____________________________________

BILLET TITLE______________________________

BSC____________________________________

GAINING COMMAND - UIC___________________________________

BILLET TITLE______________________________

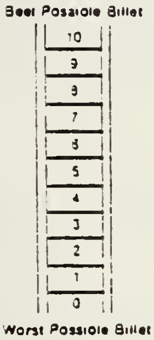
BSC____________________________________

1980 URL OFFICER FEEDBACK SURVEY

Case No.________

NOTICE. Under authority of 5 USC 301, your attitudes and opinions regarding your new billet and the detailing process leading to it are being solicited. The survey is anonymous and voluntary. Your responses will not be identified with you personally. They will be combined with similar information from other officers and used to prepare a statistical report. The Naval Postgraduate School, under the sponsorship of the Deputy Chief of Naval Operations (Manpower Personnel Training), has primary research and analysis responsibility. Findings from the survey will be reported in the Officer Personnel Newsletter ("Perspective") and through other official or public media.

1 Below is a picture of a ladder. In regard to furthering your overall career development, suppose the top of the ladder represents the best possible billet to which you could have been assigned at this time and the bottom of the ladder represents the worst possible billet to which you could have been assigned at this time. Where on the ladder does the new billet to which you have actually been assigned belong? Circle the number in the appropriate step of the ladder.



All things considered — personal desires, career objectives, perceived needs of the Navy — indicate below the characteristics of the "Most Preferred" and "Least Preferred" billets to which you could have been assigned at this time. Under the "Most Preferred" heading, decide first whether the billet would be at sea or on shore and place an "X" in the appropriate box. Then, according to your choice of sea or shore, place an "X" in the boxes under the sea or shore heading (not both) that are characteristic of the "Most Preferred" billet. Select no more than one item from those that are bracketed. Follow the same procedures to describe the "Least Preferred" billet.

Categories	Most Preferred	Least Preferred
Sea	☐	☐
—Atlantic Fleet	☐	☐
Pacific Fleet	☐	☐
—Either Atlantic or Pacific	☐	☐
—SSB	☐	☐
SSBN	☐	☐
Combatant	☐	☐
Auxiliary	☐	☐
Amphibious	☐	☐
Squadron	☐	☐
—Carrier	☐	☐
—Line/command (flying status)	☐	☐
Afloat staff (flying status)	☐	☐
—Other ship/sea (nonflying)	☐	☐
Overhaul	☐	☐
Forward deployed	☐	☐

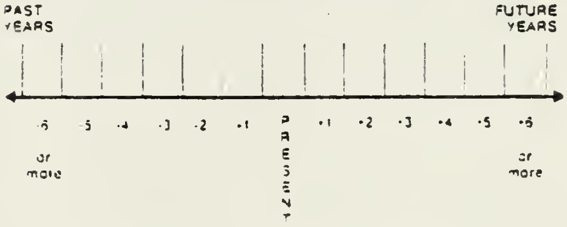
3 By checking the one appropriate box in the "Before" column and one appropriate box in the "After" column, indicate the effects of the new billet to which you have been assigned on your career intentions. "Before" refers to your intentions prior to your knowledge of the new billet, and "after" when you learned what it would be.

Status and Intention	Before	After
Not retirement eligible		
Leave service at earliest opportunity	☐	☐
Continue active duty beyond obligation	☐	☐
Serve until retirement eligible	☐	☐
Undecided	☐	☐
Retirement eligible		
Retire at earliest opportunity	☐	☐
Continue active duty	☐	☐
Undecided	☐	☐

4 The figure below is divided into frames with each frame representing a particular time period. The center frame represents the present time. Those frames to the right of center represent years in the future and those to the left of center represent years in the past.

Assume that the billet which you have been assigned is required for your overall career development or was unavoidable considering the needs of the Navy.

By placing an "X" in the appropriate frame, please indicate the year when it would have been (or would be) most beneficial to your career development to have served (or to serve) in this billet. (Use the entry date into the billet to make your judgment.) If the present is most appropriate, place your "X" in that frame.



Categories	Most Preferred	Least Preferred
Shore	☐	☐
—Washington	☐	☐
CONUS East Coast	☐	☐
CONUS West Coast	☐	☐
CONUS other	☐	☐
—Oversea shore	☐	☐
Training	☐	☐
—Operational	☐	☐
—Technical Managerial	☐	☐
—General duty (1000) billet	☐	☐
Warfare specialist (1050) billet	☐	☐
—Subspecialty coded billet	☐	☐
—Student (service college)	☐	☐
—Student (graduate education)	☐	☐
(Following for 13XX designation)		
—Flying	☐	☐
—Nonflying	☐	☐

Consider again all of the billets that you thought were available to you for assignment at this time. Please indicate below the source(s) of information which enabled you to determine that these billets were available to you. (Place an "X" in the appropriate blank space(s).)

_____ a Navy Times
_____ b Officer Personnel Newsletter (Perspective)
_____ c Officer Billet Summary
_____ d Your Commanding Officer
_____ e Another Senior Officer
_____ f Career Planning Guidebook
_____ g Your Detailer
_____ h Your peer group
_____ i Other ______________________________ (Fill in if applicable)
_____ j Other ______________________________

Below is a list of "Milestones" which a Navy officer might encounter during his or her active duty career. Under the "Attained" column, place an "X" in the adjoining space for the milestones that you had attained **immediately prior to your assignment to the new billet.** Under the "Priority" column, indicate in the spaces provided what your priority was for reaching each milestone that you **had not attained** prior to your new billet. Use the number "1" for your first priority, "2" for your second priority, etc. If any of the unattained milestones were not relevant to your career plans at that time, leave the space blank. Note that only a few milestones, such as "promotion with peers," can be used in both columns. No milestone should be higher in number than the one that you may assign to one of the asterisked items.

Attained	**Priority**	**Milestone**
______	______	Warfare specialty qualification
______	______	Additional qualification designators (AQD) — OOD, TAO, etc.
______	______	Augmentation
______	______	Graduate education
______	______	Graduate education utilization
______	______	Subspecialty qualification (experience based)
______	______	Proven subspecialist
______	______	Promotion with peers
______	______	Command screen
______	______	Junior (Dept. Head, SOAC) functional training
______	______	Intermediate (command staff) service school
______	______	Senior (War College) service school
______	______	Department head tour (or equivalent)
______	______	LCDR XO/CO tour (or equivalent)
______	______	CDR command (or equivalent)
______	______	Major sequential command or project
______	______	Lateral transfer to RL Staff
______	______	Meet 12-yr. ACIP gate (13XX only)
______	______	Meet 18-yr. ACIP gate (13XX only)
______	______	Achieve retirement vestiture (eligibility)
______	______	*Leave service after obligatory service
______	______	*Resign or leave active duty
______	______	*Retire

The "triad of detailing" is the broad guidance which detailers consider in determining your assignments. The legs of the triad are "needs of the service," career needs of the individual, and desires of the individual. How much emphasis should there be for each member of the triad of detailing? For example, "needs of service" is not 100% for there are exceptions when career considerations or personal desires may override the needs of the Navy. Distribute 100% among the three alternatives to indicate the relative emphasis that should be placed on each at the present time (1980).

a Needs of the Navy ________ %
b Individual career needs ________ %
c Personal desires ________ %
Total 100%

NOTE: The following questions relate to the placement/assignment process which preceded your next billet assignment. In answering questions 8 through 11, circle one of the following choices:

1 To a maximum extent
2 To a great extent
3 To a moderate extent
4 To a slight extent
5 To no extent

8 To what extent do you feel your "personal desires" were considered?

1 2 3 4 5

9 To what extent do you feel your "career needs" were considered?

1 2 3 4 5

10 To what extent do you feel the "needs of the Navy" influenced your assignment?

1 2 3 4 5

11 To what extent do you feel you were personally involved in the decision process leading to your new billet?

1 2 3 4 5

12 What are your feelings toward the entire placement/assignment process that resulted in your assignment to your next billet? (Circle your choice.)

1 Very satisfied
2 Satisfied
3 Neither satisfied nor dissatisfied
4 Dissatisfied
5 Very dissatisfied

13 If you would like to elaborate on the choice you made in Question 12, please do so in the space below.

Your cooperation in completing this questionnaire is greatly appreciated. Thank you very much for your time and consideration.

APPENDIX B

RANGE OF VALUES AND SUMMARY STATISTICS OF THE SURVEY VARIABLES

```
DESIG     OFFICER OCCUPATION SPECIALTY CODE

                                                  RELATIVE   ADJUSTED     CUM
                                        ABSOLUTE    FREQ       FREQ       FREQ
CATEGORY LABEL                   CODE     FREQ     (PCT)      (PCT)      (PCT)

NON-WARFARE                     1100.       57       6.2        8.0        8.0

SURFACE WARFARE                 1110.      437      47.2       61.3       69.3

                                1113.        1       0.1        0.1       69.4

                                1115.        1       0.1        0.1       69.6

SUBMARINE WARFARE               1120.       33       3.6        4.6       74.2

                                1125.        1       0.1        0.1       74.3

                                1160.        2       0.2        0.3       74.6

                                1170.        1       0.1        0.1       74.8

                                1210.        1       0.1        0.1       74.9

AIR NON-WARFARE                 1300.        2       0.2        0.3       75.2

PILOT                           1310.      101      10.9       14.2       89.3

                                1315.       10       1.1        1.4       90.7

NFO                             1320.       56       6.0        7.9       98.6

                                1325.        7       0.8        1.0       99.6

                                1370.        1       0.1        0.1       99.7

                                1375.        1       0.1        0.1       99.9

                                1395.        1       0.1        0.1      100.0

                                  -2.        1       0.1    MISSING      100.0

                                  -1.      212      22.9    MISSING      100.0
                                        ------    ------     ------
                                TOTAL      926     100.0      100.0

MEAN        1161.540       STD ERR        3.345        MEDIAN      1110.371
MODE        1110.000       STD DEV       89.305        VARIANCE    7975.469
KURTOSIS      -0.639       SKEWNESS       1.149        RANGE        295.000
MINIMUM     1100.000       MAXIMUM     1395.000

VALID CASES      713       MISSING CASES    213
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RANK      CURRENT RANK CODED BY PAYGRADE

                                                RELATIVE  ADJUSTED    CUM
                                       ABSOLUTE   FREQ      FREQ      FREQ
CATEGORY LABEL                  CODE     FREQ    (PCT)     (PCT)     (PCT)

ENSIGN                            1.       17      1.8       2.4       2.4

LTJG                              2.       45      4.9       6.3       8.7

LT                                3.      231     24.9      32.4      41.2

LTCMDR                            4.      245     26.5      34.4      75.6

CMDR                              5.      136     14.7      19.1      94.7

CAPT                              6.       36      3.9       5.1      99.7

OTHER                             7.        2      0.2       0.3     100.0

                                 -1.      214     23.1   MISSING     100.0
                                         -------  -------  -------
                               TOTAL      926    100.0     100.0

MEAN          3.778     STD ERR        0.040     MEDIAN        3.757
MODE          4.000     STD DEV        1.078     VARIANCE      1.163
KURTOSIS      0.074     SKEWNESS      -0.015     RANGE         6.000
MINIMUM       1.000     MAXIMUM        7.000

VALID CASES     712     MISSING CASES    214
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DESIGA     RECODED DESIGNATOR BY WARFARE COMMUNITY

                                                  RELATIVE   ADJUSTED    CUM
                                        ABSOLUTE    FREQ       FREQ      FREQ
CATEGORY LABEL                  CODE      FREQ     (PCT)      (PCT)     (PCT)

NONWARFARE 1100&1300            1100.       59       6.4        8.3       8.3

SURFACE                         1110.      442      47.7       62.0      70.3

SUBMARINE                       1120.       35       3.8        4.9      75.2

AVIATION                        1300.      177      19.1       24.8     100.0

                                  -1.      213      23.0     MISSING    100.0
                                         -------    -------    -------
                                TOTAL      926     100.0      100.0

MEAN          1156.830      STD ERR        3.086       MEDIAN      1111.731
MODE          1110.000      STD DEV       82.410       VARIANCE    6791.340
KURTOSIS        -0.643      SKEWNESS       1.161       RANGE        200.000
MINIMUM       1100.000      MAXIMUM     1300.000

VALID CASES        713      MISSING CASES    213
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```
LOS        TOTAL YEARS COMMISSIONED SERVICE

                                                     RELATIVE   ADJUSTED     CUM
                                           ABSOLUTE    FREQ       FREQ       FREQ
CATEGORY LABEL                     CODE      FREQ     (PCT)      (PCT)      (PCT)

                                     1.        11       1.2        1.6        1.6
                                     2.        12       1.3        1.7        3.3
                                     3.        32       3.5        4.5        7.8
                                     4.        46       5.0        6.5       14.3
                                     5.        59       6.4        8.4       22.7
                                     6.        40       4.3        5.7       28.4
                                     7.        43       4.6        6.1       34.5
                                     8.        40       4.3        5.7       40.1
                                     9.        35       3.8        5.0       45.1
                                    10.        39       4.2        5.5       50.6
                                    11.        48       5.2        6.8       57.4
                                    12.        58       6.3        8.2       65.7
                                    13.        31       3.3        4.4       70.1
                                    14.        20       2.2        2.8       72.9
                                    15.        22       2.4        3.1       76.0
                                    16.        22       2.4        3.1       79.1
                                    17.        24       2.6        3.4       82.6
                                    18.        27       2.9        3.8       86.4
                                    19.        20       2.2        2.8       89.2
                                    20.        24       2.6        3.4       92.6
                                    21.        17       1.8        2.4       95.0
                                    22.         7       0.8        1.0       96.0
                                    23.        11       1.2        1.6       97.6
                                    24.         7       0.8        1.0       98.6
                                    25.         2       0.2        0.3       98.9
                                    26.         2       0.2        0.3       99.1
                                    27.         4       0.4        0.6       99.7
                                    28.         1       0.1        0.1       99.9
                                    29.         1       0.1        0.1      100.0
                                    -1.       221      23.9    MISSING      100.0
                                            -------   -------    -------
                                  TOTAL       926     100.0      100.0

MEAN          10.948      STD ERR        0.225      MEDIAN        10.385
MODE           5.000      STD DEV        5.982      VARIANCE      35.783
KURTOSIS      -0.497      SKEWNESS       0.515      RANGE         28.000
MINIMUM        1.000      MAXIMUM       29.000

VALID CASES      705      MISSING CASES    221
```

```
SOURCE     OFFICER COMMISSIONING PROGRAM

                                                 RELATIVE   ADJUSTED      CUM
                                      ABSOLUTE     FREQ       FREQ       FREQ
CATEGORY LABEL                 CODE     FREQ      (PCT)      (PCT)      (PCT)

USNA                             1.      198       21.4       28.0       28.0

NROTC                            2.      153       16.5       21.7       49.7

OCS                              3.      201       21.7       28.5       78.2

NESEP                            4.       54        5.8        7.6       85.8

AVROC,AOCS                       5.       71        7.7       10.1       95.9

OTHER                            6.       29        3.1        4.1      100.0

                                -1.      220       23.8     MISSING     100.0
                                       -------    -------    -------
                              TOTAL      926      100.0      100.0

MEAN            2.623     STD ERR         0.054      MEDIAN          2.510
MODE            3.000     STD DEV         1.431      VARIANCE        2.048
KURTOSIS       -0.410     SKEWNESS        0.649      RANGE           5.000
MINIMUM         1.000     MAXIMUM         6.000

VALID CASES       706     MISSING CASES     220
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```
PERF      PRMOTION PRFORMANCE TIMELINESS BY PAYGRD

                                              RELATIVE  ADJUSTED    CUM
                                    ABSOLUTE    FREQ      FREQ      FREQ
CATEGORY LABEL               CODE     FREQ     (PCT)     (PCT)     (PCT)

ON TIME  04-06                 1.      280      30.2      39.8      39.8

EARLY    04-06                 2.       52       5.6       7.4      47.2

LATE     03-06                 3.      127      13.7      18.1      65.3

OTHER    01-03                 4.      244      26.3      34.7     100.0

                               9.      223      24.1    MISSING    100.0
                                     -------   -------   -------
                             TOTAL     926     100.0     100.0

MEAN            2.477     STD ERR        0.050      MEDIAN         2.654
MODE            1.000     STD DEV        1.320      VARIANCE       1.743
KURTOSIS       -1.756     SKEWNESS      -0.016      RANGE          3.000
MINIMUM         1.000     MAXIMUM        4.000

VALID CASES      703      MISSING CASES    223
```

```
NEWBILL   CAREER DESIRABILITY OF NEW BILLET

                                                   RELATIVE   ADJUSTED     CUM
                                         ABSOLUTE    FREQ       FREQ       FREQ
CATEGORY LABEL                   CODE      FREQ     (PCT)      (PCT)      (PCT)

WORST BILLET                       1.        23       2.5        2.6        2.6

                                   2.        32       3.5        3.6        6.1

                                   3.        28       3.0        3.1        9.3

                                   4.        31       3.3        3.5       12.7

                                   5.        59       6.4        6.6       19.3

                                   6.        59       6.4        6.6       25.9

                                   7.        86       9.3        9.6       35.5

                                   8.       173      18.7       19.3       54.9

                                   9.       176      19.0       19.7       74.5

BEST BILLET                       10.       228      24.6       25.5      100.0

                                  -1.        31       3.3     MISSING     100.0
                                          -------   -------    -------
                                 TOTAL      926     100.0      100.0

MEAN            7.591       STD ERR         0.081       MEDIAN          8.249
MODE           10.000       STD DEV         2.427       VARIANCE        5.891
KURTOSIS        0.355       SKEWNESS       -1.091       RANGE           9.000
MINIMUM         1.000       MAXIMUM        10.000

VALID CASES       895       MISSING CASES      31
```

```
TIMELYA   CAREER TIMELINESS OF NEW BILLET

                                           RELATIVE  ADJUSTED    CUM
                              ABSOLUTE       FREQ      FREQ      FREQ
CATEGORY LABEL         CODE     FREQ        (PCT)     (PCT)     (PCT)

LEAST TIMELY             1.       27          2.9       3.1       3.1

                         2.       20          2.2       2.3       5.4

                         3.       33          3.6       3.8       9.2

                         4.       50          5.4       5.7      14.9

                         5.      101         10.9      11.6      26.5

                         6.      100         10.8      11.5      37.9

MOST TIMELY              7.      542         58.5      62.1     100.0

                        -1.       53          5.7   MISSING     100.0
                               -------      -----    ------
                      TOTAL      926        100.0     100.0

MEAN          6.031     STD ERR       0.053      MEDIAN        6.695
MODE          7.000     STD DEV       1.564      VARIANCE      2.447
KURTOSIS      2.157     SKEWNESS     -1.712      RANGE         6.000
MINIMUM       1.000     MAXIMUM       7.000

VALID CASES     873     MISSING CASES    53
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```
CHANGE     SEA SHORE CHANGE OLD AND NEW BILLET

                                                    RELATIVE  ADJUSTED    CUM
                                          ABSOLUTE    FREQ      FREQ      FREQ
CATEGORY LABEL                     CODE     FREQ     (PCT)     (PCT)     (PCT)

SHORE TO SHORE                       1.      204      22.0      33.6      33.6

SEA TO  SEA                          2.       76       8.2      12.5      46.1

SHORE TO SEA                         3.      126      13.6      20.7      66.8

SEA TO  SHORE                        4.      202      21.8      33.2     100.0

                                     9.      318      34.3    MISSING    100.0
                                           -------   -------   -------
                                  TOTAL      926     100.0     100.0

MEAN           2.536      STD ERR       0.051      MEDIAN         2.690
MODE           1.000      STD DEV       1.260      VARIANCE       1.587
KURTOSIS      -1.643      SKEWNESS     -0.087      RANGE          3.000
MINIMUM        1.000      MAXIMUM       4.000

VALID CASES      608      MISSING CASES   318
```

```
CNGRUENT  MATCH BETWEEN BILPREF & ACTUAL CHANGE

                                              RELATIVE  ADJUSTED     CUM
                                   ABSOLUTE     FREQ      FREQ      FREC
CATEGORY LABEL              CODE     FREQ      (PCT)     (PCT)     (PCT)

NOT MATCH                     0.      643       69.4      69.4      69.4

MATCH                         1.      283       30.6      30.6     100.C
                                   -------    ------    ------
                           TOTAL      926      100.0     100.0

MEAN           0.306     STD ERR        0.015      MEDIAN          0.22C
MODE           0.0       STD DEV        0.461      VARIANCE        0.212
KURTOSIS      -1.288     SKEWNESS       0.845      RANGE           1.00C
MINIMUM        0.0       MAXIMUM        1.000

VALID CASES      926     MISSING CASES      0
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```
SATISFY   SATISFACTION WITH DETAILING PROCESS

                                                   RELATIVE  ADJUSTED    CUM
                                         ABSOLUTE    FREQ      FREQ      FREQ
CATEGORY LABEL                    CODE     FREQ     (PCT)     (PCT)     (PCT)

TO NO EXTENT                        1.      100      10.8      10.9      10.9

TO A SLIGHT EXTENT                  2.      105      11.3      11.4      22.3

TO A MODERATE EXTENT                3.      110      11.9      11.9      34.2

TO A GREAT EXTENT                   4.      282      30.5      30.6      64.8

TO A MAXIMUM EXTENT                 5.      324      35.0      35.2     100.0

                                   -1.        5       0.5   MISSING     100.0
                                          -------   -------   -------
                                  TOTAL     926     100.0     100.0

MEAN          3.679      STD ERR        0.044      MEDIAN         4.016
MODE          5.000      STD DEV        1.343      VARIANCE       1.803
KURTOSIS     -0.656      SKEWNESS      -0.763      RANGE          4.000
MINIMUM       1.000      MAXIMUM        5.000

VALID CASES     921      MISSING CASES      5
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PERSONAL  PERSONAL DESIRES CONSIDERED IN DETAILING

                                                  RELATIVE  ADJUSTED    CUM
                                        ABSOLUTE    FREQ      FREQ      FREQ
CATEGORY LABEL                  CODE      FREQ     (PCT)     (PCT)     (PCT)

TO NO EXTENT                      1.       128      13.8      13.9      13.9

TO A SLIGHT EXTENT                2.       122      13.2      13.2      27.1

TO A MODERATE EXTENT              3.       149      16.1      16.2      43.3

TO A GREAT EXTENT                 4.       264      28.5      28.6      71.9

TO A MAXIMUM EXTENT               5.       259      28.0      28.1     100.0

                                 -2.         1       0.1   MISSING     100.0

                                 -1.         3       0.3   MISSING     100.0
                                        -------   -------   -------
                               TOTAL       926     100.0     100.0

MEAN          3.438       STD ERR       0.045       MEDIAN        3.735
MODE          4.000       STD DEV       1.381       VARIANCE      1.908
KURTOSIS     -1.022       SKEWNESS     -0.494       RANGE         4.000
MINIMUM       1.000       MAXIMUM       5.000

VALID CASES     922       MISSING CASES     4
```

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CAREER    CAREER NEEDS CONSIDERED IN DETAILING

                                              RELATIVE   ADJUSTED    CUM
                                    ABSOLUTE    FREQ       FREQ      FREQ
CATEGORY LABEL               CODE     FREQ     (PCT)      (PCT)     (PCT)

TO NO EXTENT                   1.      118      12.7       12.8      12.8

TO A SLIGHT EXTENT             2.      130      14.0       14.1      26.9

TO A MODERATE EXTENT           3.      173      18.7       18.8      45.7

TO A GREAT EXTENT              4.      257      27.8       27.9      73.6

TO A MAXIMUM EXTENT            5.      243      26.2       26.4     100.0

                              -1.        5       0.5     MISSING    100.0
                                    -------   -------    -------
                            TOTAL      926     100.0      100.0

MEAN            3.409    STD ERR         0.044      MEDIAN          3.654
MODE            4.000    STD DEV         1.350      VARIANCE        1.822
KURTOSIS       -1.007    SKEWNESS       -0.441      RANGE           4.000
MINIMUM         1.000    MAXIMUM         5.000

VALID CASES       921    MISSING CASES       5
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```
NAVY      NEEDS OF NAVY INFLUENCED DTLG DECISION

                                               RELATIVE   ADJUSTED    CUM
                                      ABSOLUTE   FREQ       FREQ      FREQ
CATEGORY LABEL                 CODE     FREQ     (PCT)      (PCT)     (PCT)

TO NO EXTENT                    1.        76       8.2        8.3       8.3

TO A SLIGHT EXTENT              2.        78       8.4        8.5      16.7

TO A MODERATE EXTENT            3.       179      19.3       19.4      36.2

TO A GREAT EXTENT               4.       255      27.5       27.7      63.8

TO A MAXIMUM EXTENT             5.       333      36.0       36.2     100.0

                               -1.         5       0.5     MISSING    100.0
                                      -------   -------    -------
                              TOTAL      926     100.0      100.0

MEAN          3.750       STD ERR        0.041       MEDIAN        4.000
MODE          5.000       STD DEV        1.256       VARIANCE      1.577
KURTOSIS     -0.391       SKEWNESS      -0.782       RANGE         4.000
MINIMUM       1.000       MAXIMUM        5.000

VALID CASES     921       MISSING CASES      5
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INVOLVMT  PERSONALLY INVOLVED IN DTLNG DECISION

                                              RELATIVE  ADJUSTED     CUM
                                   ABSOLUTE     FREQ      FREQ       FREQ
CATEGORY LABEL             CODE      FREQ      (PCT)     (PCT)      (PCT)

TO NO EXTENT                 1.       163      17.6      17.8       17.8

TO A SLIGHT EXTENT           2.       149      16.1      16.2       34.0

TO A MODERATE EXTENT         3.       126      13.6      13.7       47.7

TO A GREAT EXTENT            4.       203      21.9      22.1       69.8

TO A MAXIMUM EXTENT          5.       277      29.9      30.2      100.0

                            -2.         1       0.1    MISSING     100.0

                            -1.         7       0.8    MISSING     100.0
                                    -------   -------   -------
                          TOTAL       926     100.0     100.0

MEAN          3.307     STD ERR       0.049      MEDIAN        3.603
MODE          5.000     STD DEV       1.486      VARIANCE      2.209
KURTOSIS     -1.350     SKEWNESS     -0.309      RANGE         4.000
MINIMUM       1.000     MAXIMUM       5.000

VALID CASES     918     MISSING CASES     8
```

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TRIAD1     NEEDS OF NAVY SHOULD INFLUENCE DETAILING

                                                  RELATIVE   ADJUSTED    CUM
                                       ABSOLUTE    FREQ       FREQ      FREQ
CATEGORY LABEL                  CODE     FREQ      (PCT)      (PCT)     (PCT)

                                  0.       17        1.8        1.9       1.9
                                 10.       15        1.6        1.7       3.5
                                 15.        5        0.5        0.6       4.1
                                 20.       62        6.7        6.8      10.9
                                 25.       81        8.7        8.9      19.8
                                 27.        1        0.1        0.1      19.9
                                 30.      108       11.7       11.9      31.8
                                 32.        1        0.1        0.1      31.9
                                 33.       70        7.6        7.7      39.6
                                 34.       10        1.1        1.1      40.7
                                 35.       21        2.3        2.3      43.1
                                 40.      184       19.9       20.3      63.3
                                 41.        1        0.1        0.1      63.4
                                 45.       11        1.2        1.2      64.6
                                 50.      222       24.0       24.4      89.1
                                 51.        3        0.3        0.3      89.4
                                 55.        3        0.3        0.3      89.8
                                 60.       49        5.3        5.4      95.2
                                 65.        3        0.3        0.3      95.5
                                 67.        1        0.1        0.1      95.6
                                 70.       18        1.9        2.0      97.6
                                 75.        5        0.5        0.6      98.1
                                 80.        8        0.9        0.9      99.0
                                 89.        1        0.1        0.1      99.1
                                 90.        4        0.4        0.4      99.6
                                 98.        1        0.1        0.1      99.7
                                 99.        3        0.3        0.3     100.0
                                 -2.        6        0.6    MISSING     100.0
                                 -1.       12        1.3    MISSING     100.0
                                        -------    -------    -------
                               TOTAL      926      100.0      100.0


MEAN           39.437     STD ERR         0.504     MEDIAN        39.842
MODE           50.000     STD DEV        15.178     VARIANCE     230.387
KURTOSIS        1.344     SKEWNESS        0.382     RANGE         99.000
MINIMUM         0.0       MAXIMUM        99.000

VALID CASES       908     MISSING CASES      18
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```
TRIAD2     CAREER NEEDS SHOULD INFLUENCE DETAILING

                                                     RELATIVE   ADJUSTED     CUM
                                          ABSOLUTE     FREQ       FREQ       FREQ
CATEGORY LABEL                     CODE     FREQ       (PCT)      (PCT)      (PCT)

                                     0.       57         6.2        6.2        6.2
                                     1.        2         0.2        0.2        6.4
                                     5.        9         1.0        1.0        7.4
                                     8.        1         0.1        0.1        7.5
                                     9.        1         0.1        0.1        7.6
                                    10.       46         5.0        5.0       12.6
                                    15.       28         3.0        3.0       15.6
                                    19.        1         0.1        0.1       15.7
                                    20.      128        13.8       13.9       29.6
                                    23.        1         0.1        0.1       29.8
                                    24.        1         0.1        0.1       29.9
                                    25.      155        16.7       16.8       46.7
                                    30.      207        22.4       22.5       69.2
                                    33.       74         8.0        8.0       77.2
                                    34.        6         0.6        0.7       77.9
                                    35.       25         2.7        2.7       80.6
                                    37.        2         0.2        0.2       80.8
                                    39.        1         0.1        0.1       80.9
                                    40.      105        11.3       11.4       92.3
                                    45.        3         0.3        0.3       92.6
                                    50.       55         5.9        6.0       98.6
                                    60.        9         1.0        1.0       99.6
                                    65.        1         0.1        0.1       99.7
                                    70.        2         0.2        0.2       99.9
                                    75.        1         0.1        0.1      100.0
                                    -2.        2         0.2    MISSING      100.0
                                    -1.        3         0.3    MISSING      100.0
                                          -------     -------    -------
                                  TOTAL      926       100.0      100.0

MEAN          27.355     STD ERR        0.412       MEDIAN        29.647
MODE          30.000     STD DEV       12.509       VARIANCE     156.478
KURTOSIS       0.665     SKEWNESS      -0.074       RANGE         75.000
MINIMUM        0.0       MAXIMUM       75.000

VALID CASES      921     MISSING CASES      5
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TRIAD3     PERS.DESIRES SHOULD INFLUENCE DETAILING

                                                  RELATIVE   ADJUSTED     CUM
                                        ABSOLUTE    FREQ       FREQ       FREQ
CATEGORY LABEL                   CODE     FREQ     (PCT)      (PCT)      (PCT)

                                   0.       30      3.2        3.3        3.3
                                   1.        3      0.3        0.3        3.6
                                   2.        1      0.1        0.1        3.7
                                   5.        5      0.5        0.5        4.2
                                  10.       40      4.3        4.3        8.6
                                  13.        1      0.1        0.1        8.7
                                  15.       18      1.9        2.0       10.6
                                  20.      129     13.9       14.0       24.6
                                  24.        1      0.1        0.1       24.8
                                  25.      136     14.7       14.8       39.5
                                  29.        1      0.1        0.1       39.6
                                  30.      162     17.5       17.6       57.2
                                  32.        1      0.1        0.1       57.3
                                  33.       73      7.9        7.9       65.3
                                  34.        7      0.8        0.8       66.0
                                  35.       30      3.2        3.3       69.3
                                  36.        1      0.1        0.1       69.4
                                  37.        2      0.2        0.2       69.6
                                  39.        1      0.1        0.1       69.7
                                  40.      147     15.9       16.0       85.7
                                  43.        1      0.1        0.1       85.8
                                  45.        4      0.4        0.4       86.2
                                  49.        1      0.1        0.1       86.3
                                  50.       90      9.7        9.8       96.1
                                  55.        1      0.1        0.1       96.2
                                  60.       14      1.5        1.5       97.7
                                  65.        2      0.2        0.2       97.9
                                  70.        7      0.8        0.8       98.7
                                  75.        6      0.6        0.7       99.3
                                  80.        5      0.5        0.5       99.9
                                  95.        1      0.1        0.1      100.0
                                  -2.        2      0.2     MISSING     100.0
                                  -1.        3      0.3     MISSING     100.0
                                         -------  -------    -------
                                 TOTAL     926    100.0      100.0

MEAN          31.049     STD ERR         0.459      MEDIAN        30.089
MODE          30.000     STD DEV        13.937      VARIANCE     194.252
KURTOSIS       1.461     SKEWNESS        0.480      RANGE         95.000
MINIMUM        0.0       MAXIMUM        95.000

VALID CASES      921     MISSING CASES      5
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```
INTENT    CAREER INTENTION BEFORE-AFTER DETAILING

                                                   RELATIVE   ADJUSTED    CUM
                                       ABSOLUTE      FREQ       FREQ      FREQ
CATEGORY LABEL                 CODE      FREQ       (PCT)      (PCT)     (PCT)

LEAVE-UNCHANGED                 11.        24         2.6        2.9       2.9
LEAVE-CONTINUE                  12.        20         2.2        2.4       5.2
LEAVE-TIL RETIRE                13.         8         0.9        1.0       6.2
LEAVE-UNDECIDED                 14.        24         2.6        2.9       9.0
CONTINUE-LEAVE                  21.        15         1.6        1.8      10.8
CONTINUE-UNCHANGED              22.       137        14.8       16.3      27.1
CONTINUE-TIL RETIRE             23.        24         2.6        2.9      30.0
CONTINUE-UNDECIDED              24.        23         2.5        2.7      32.7
TIL RETIRE-LEAVE                31.         9         1.0        1.1      33.8
TIL RETIRE-CONTINUE             32.        18         1.9        2.1      36.0
TIL RETIRE-UNCHANGED            33.       222        24.0       26.4      62.4
TIL RETIRE-UNDECIDED            34.        38         4.1        4.5      66.9
UNDECIDED-LEAVE                 41.        12         1.3        1.4      68.3
UNDECIDED-CONTINUE              42.        36         3.9        4.3      72.6
UNDECIDED-TIL RETIRE            43.        26         2.8        3.1      75.7
UNDECIDED-UNCHANGED             44.        95        10.3       11.3      87.0
RETIRE-UNCHANGED                55.         5         0.5        0.6      87.6
RETIRE-CONTINUE                 56.         8         0.9        1.0      88.6
RETIRE-UNDECIDED                57.         1         0.1        0.1      88.7
CONTINUE-RETIRE                 65.         2         0.2        0.2      88.9
CONTINUE-UNCHANGED              66.        68         7.3        8.1      97.0
CONTINUE-UNDECIDED              67.        10         1.1        1.2      98.2
UNDECIDED-RETIRE                75.         2         0.2        0.2      98.5
UNDECIDED-CONTINUE              76.         8         0.9        1.0      99.4
UNDECIDED-UNCHANGED             77.         5         0.5        0.6     100.0
                                -3.         1         0.1    MISSING     100.0
                                -2.        13         1.4    MISSING     100.0
                                -1.        72         7.8    MISSING     100.0
                                        -------     -------    -------
                              TOTAL       926       100.0      100.0

MEAN          34.956        STD ERR        0.523        MEDIAN        33.032
MODE          33.000        STD DEV       15.161        VARIANCE     229.851
KURTOSIS       0.340        SKEWNESS       0.825        RANGE         66.000
MINIMUM       11.000        MAXIMUM       77.000

VALID CASES      840        MISSING CASES     86
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INTCHGF   FAVORABLENESS OF CHANGE AFTER DETAILING

                                              RELATIVE  ADJUSTED     CUM
                                     ABSOLUTE   FREQ      FREQ      FREQ
CATEGORY LABEL               CODE      FREQ    (PCT)     (PCT)     (PCT)

LEAST   FOR NAVY               1.         9      1.0       1.1       1.1

                               2.        17      1.8       2.0       3.1

                               3.        52      5.6       6.2       9.3

                               4.        62      6.7       7.4      16.7

                               5.       118     12.7      14.0      30.7

                               6.       230     24.8      27.4      58.1

                               7.       266     28.7      31.7      89.8

                               8.        52      5.6       6.2      96.0

                               9.        26      2.8       3.1      99.0

MOST FOR NAVY                 10.         8      0.9       1.0     100.0

                              -1.        86      9.3    MISSING    100.0
                                     ------   ------    ------
                            TOTAL       926    100.0     100.0

MEAN          5.963      STD ERR       0.055      MEDIAN          6.204
MODE          7.000      STD DEV       1.607      VARIANCE        2.581
KURTOSIS      0.632      SKEWNESS     -0.604      RANGE           9.000
MINIMUM       1.000      MAXIMUM      10.000

VALID CASES     840      MISSING CASES    86
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INTCHGFL  LN OF FAVORABLENESS OF CHANGE AFTR DTLNG

                                                 RELATIVE  ADJUSTED    CUM
                                       ABSOLUTE    FREQ      FREQ      FREQ
CATEGORY LABEL                  CODE     FREQ      (PCT)     (PCT)     (PCT)

LEAST FOR NAVY                   0.         9       1.0       1.1       1.1

                                 1.        17       1.8       2.0       3.1

                                 1.        52       5.6       6.2       9.3

                                 1.        62       6.7       7.4      16.7

                                 2.       118      12.7      14.0      30.7

                                 2.       230      24.8      27.4      58.1

                                 2.       266      28.7      31.7      89.8

                                 2.        52       5.6       6.2      96.0

                                 2.        26       2.8       3.1      99.0

                                 2.         8       0.9       1.0     100.0

                                -1.        86       9.3    MISSING    100.0
                                        -------   -------   -------
                                TOTAL     926     100.0     100.0

MEAN            1.736      STD ERR        0.012      MEDIAN         1.813
MODE            1.946      STD DEV        0.350      VARIANCE       0.123
KURTOSIS        6.140      SKEWNESS      -2.061      RANGE          2.303
MINIMUM         0.0        MAXIMUM        2.303

VALID CASES      840       MISSING CASES     86
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